Original Article

LEADERSHIP TRUST AND ORGANISATION CITIZENSHIP BEHAVIOUR

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ABSTRACT

The study surveys leadership trust and organisational citizenship behaviour (OCB) of public universities in River's state, Nigeria. The population comprises 4022 non-academic staff of the three-public university in Rivers State and the sample size is 351. A simple random sampling technique was used, and the data was analysed with Pearson product-moment correlation coefficient statistical tools. The findings revealed that integrity, competence, and dependability correlates to organisational citizenship behaviour. Fostering integrity, dependability, and competence is recommended to enhance altruism and loyal boosterism.

KEYWORDS: Leadership Trust, Loyal Boosterism, Altruism & Organisational Citizenship Behaviour

INTRODUCTION

A commercial place is highly characterised with high unpredictable changes, not always known in advance. Leader's competence in managing the workplace environment requires not only individual dedication to task, but it also incorporates OCB, the extra-role behaviour that supports task performance A vital factor that influences behaviour at the workplace is leadership trust. Trust is essential, as a great team thrives on trust. Every leader's success lies in team trust. Leader's trust motivates employees to execute tasks diligently, take innovative risks and offer excellent services.

Employee workplace behaviours lie on the trust in their leaders, and this plays a vibrant role in the firm's progress. In an academic institution, leadership roles require exhibiting trustworthy behaviours in the discharge of duties for workers to trust and believe in their capabilities. Trust is crucial in the behaviours exhibited at work. A leader that is competent, dependable, believable, caring, trustful, and with a convincing vision that comprises the organisation's goals and future achievements grasp the workers' trust (Conley, 2020).

Bond increases when trust exists (Mineo, 2014) and trust in leadership abilities occur when the workers believe in a leader's competence, judgement, fairness, self-sacrifice, honesty, commitment, objectivism, integrity, resourcefulness, reliability, and faithfulness. Conley (2020) opines that you must trust your mission, have personal trustworthiness by being an able, dependable, connected, believable, and trusting leader. A trustful leader is altruistic, humble, and sacrificial (Management Study Guide, 2021).

Trust in a leader is essential. A leader with a trust eroding behaviour cannot be trusted, as people logically and passionately appraise leadership behaviour before trusting them. Many leaders have no goals, values, purpose or strategies. A leader with no rational values cannot be trusted, as people's perceptions emanate from behaviours exhibited. Poor citizenship behaviour affects employee work attitude, and trust among employees and workers is in

a fragile state in many Nigerian institutions.

Although there are several studies on leadership, OCB, and trust (Singh & Srivastav, 2016; Akhigbe & Yakubu, 2021) but the dearth of empirical studies on leadership trust and OCB as related to public university in Rivers State created a gap in knowledge and motivated this study. The study, therefore, investigates the relationship between leadership trust and OCB.
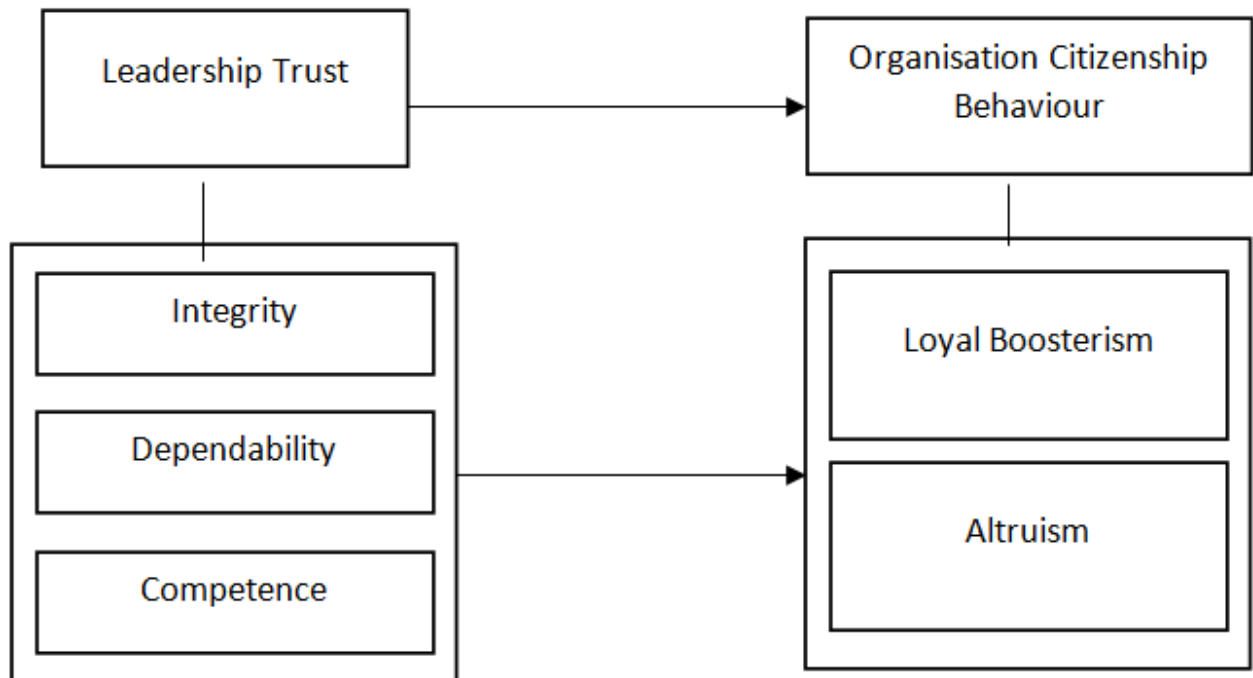

Figure 1: Conceptual framework of Leadership Trust and OCB.

RESEARCH QUESTIONS

To what extent does:

- Integrity relates to organisational citizenship behaviour?

- Dependability relates to organisational citizenship behaviour?

- Competence relates to organisational citizenship behaviour?

RESEARCH HYPOTHESIS

The following null hypotheses were raised:

There is no significant relationship between:

Ho_1: Integrity and loyal boosterism in public universities in Rivers State, Nigeria.

Ho_2: Integrity and altruism in public universities in Rivers State, Nigeria.

Ho_3: Dependability and loyal boosterism in public universities in Rivers State, Nigeria.

Ho_4: Dependability and altruism in public universities in Rivers State, Nigeria.

Ho$_5$: Competence and loyal boosterism in public universities in Rivers State, Nigeria.

Ho$_6$: Competence and altruism in public universities in Rivers State, Nigeria.

Leadership Trust

A leader inspires a team to achieve a defined goal. Leadership is the procedure involved in directing, guiding, and influencing others' works and behaviour towards the achievement of precise goals at a time. Leadership is a dynamic relational interaction amongst persons to attain an aim willingly in a cohesive way, through inspiring subordinates to exert efforts with confidence and passion. It takes leadership involvement to create a profound bond of trustworthiness that motivates employees to put forth the effort needed to make their organisation successful.

Murtha (2021) suggests trust as an atmosphere where workforces believe in leaders' competence, knowledge, abilities, care, fairness, reliability, and dependability. Trust must be built in an organisation. Leadership is not about efforts exerted at work, it encompasses empowering people and ensuring that one's leadership continues after leaving such positions. A trusted leader inspires others and maintains a productive working atmosphere where individuals are valued.

Zak (2018) model of organisation trust provides eight building blocks of trust and gave it an acronym OXYTOCIN: They are ovation for excellence, expectation for creating challenges, yield for delegating generously, transfer for ability in crafting, openness for sharing information broadly, caring for intentionally building relationship, invest stands for facilitating whole person growth while natural is being authentic and vulnerable. He believes that these eight components improve leadership trust and performance, and trust propels worker to ensures organisational success. The study examines the relevant variables influencing leadership trust, such as integrity, dependability, and competence.

Integrity: A leader with integrity is honest, self-assured, and accountable. Integrity is built over time by exhibiting a coherent attitude, conduct and behaviour, and admitting one's mistake. Trust occurs when the leaders are consistent in deeds, provide valued information, open about ambitions and motives and fulfil promises, willing to listen, keeping one's word, examine and providing solutions to hard issues. Integrity emanates from within. An organisation with integrity leaders creates integrity culture and highly respected work environment. According to Grosman (2019), leaders behaviour speaks loud about the organisation's culture and influences employees 'honest actions and work results. Honesty requires living the life expected from the subordinates, given recognition, and creating a great work culture.

Dependability: It takes consistency in actions and words to consider a leader as being worthy of trust. A reliable leader inspires others, and they are appreciated for the unique feature that inspires others for better output. Leadership requires showing one's authentic self, punctuality, flexibility, adherence to rules, policies, and procedures for others to trust them. A reliable leader admits errors, welcome positive/negative feedback, opinions, honour commitments and effectively use information. Attribute of dependability is shown when leader inspire trust, respect and trust others, shared understanding, build morale and develop a unified team (Gourguechon, 2018). Trust culture creates unified difference in organisation, it drives collaboration, synergy, dependability, and productivity. Trust is based on absolute reliability and employees seek a trustworthy front-runner.

Competence: Trust is built on leaders' talent, knowledge, wisdom, judgement, abilities, personality. A knowledgeable leader inspires and motivates the employees to have trust in them and believe in their judgements and decisions and model the behaviour they seek and become an exemplary leader to the workers. A competent leader meets the job, team, and individual requirements; possesses competencies for efficient job performance and provides essential resources for

performing the job such as knowledge, time, job expertise and equipment to ensure no difficulty in workers' performance of tasks and makes employee committed (Management Study Guide, 2021). A competent leader is a solution provider, problem solver, a planner, known for efficiency and achieve goals consistently.

ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Organisational citizenship behaviours (OCB) refer to voluntary commitment and non-obligatory activity that helps the organisation, by working beyond the job description. These activities are courtesy, fair play, sustainability, pro-social behaviour, civic virtue, altruism, conscientiousness, loyal boosterism and having pride in one's organisation, its products, actions, achievement, and defending and promoting the organisations.

Loyal Boosterism: Boosterism involves promoting an organisation's public perception. Loyalty involves enhancing trustworthiness. Graham (1989) defines loyal boosterism as promoting an institution and given total dedication to the organisations no matter the prevailing environments.

Altruism: This is providing a helping hand to others, expecting no reward in return, and it involves aiding co-workers and sharing work strategies.

EMPIRICAL REVIEW

Zak (2018) study on neuroscience of trust has exposed that trust is a social lubricant for reducing social frictions and it makes work easier, efficient, and enjoyable. Working together with trust improves creativity, increases energy at work, lowers labour turnover, and reduces stress. Trust influences employee citizenship behaviour and execution of job roles.

Akhigbe and Yakubu (2021) studied Psychological Contract Fulfilment (PCF) and OCB of Public Universities in Rivers State, Nigeria. The analysis findings revealed a significant relationship between PCF and OCB. The study concluded that OCB, such as altruism and loyal boosterism, increases among lecturers. The study suggested that the public universities' management should ensure obligation's fulfilment to enhance employee loyal boosterism. Singh and Srivastav (2016) investigate the association between organisational trust (OT) and OCB. Since OT is positively related with OCB, the study proposed facilitating trust process, for better engaged extra-role behaviour.

Al-Rwajfeh (2019) study organisational trust (OT) and organisational citizenship behaviour (OCB) among employees at Jordan Phosphate Mines Company. A significant relationship between OT and OCB exists, and the researcher suggested a suitable climate to the employees to increase loyalty, altruistic behaviour and loyal boosterism. Backlay (2004) study on trustworthiness and competitive altruism explains trust and altruistic behaviour. The study revealed that supportive group are dependable, and people trust altruistic persons more than non-altruistic person. Evidence of competition for rare reputational benefits that improves supportive behaviour was shown in the study. Rahmawati (2017) investigates competence, OCB, and performance management. The findings show that competence correlates with organisational citizenship behaviour.

METHODOLOGY

A cross-sectional survey design was used in this study. 4022 non-academic staff of the three-public university in Rivers State make up the accessible population. Krejcie and Morgan 1970 table was used to determine the sample size of 351. 351questionnaire were administered. A simple random sampling technique was used in this study. Leadership trust was measured with integrity, dependability, and competence, while OCB was measured with loyal boosterism and altruism.

Five items were used in measuring each variable. The questionnaire items were rated on 4-point Likert scale of strongly agree, agree, disagree, and strongly disagree. Pearson product-moment correlation coefficient statistical tool was used with the aid of SPSS 25.0.

RESULTS/FINDINGS

Out of the 351 questionnaires administered, only 330 were retrieved. The analysis was based on 319 questionnaires that are well completed. The hypotheses were tested at a 95% confidence interval implying a 0.05 level of significance.

A.   Integrity and OCB (Test of Hypotheses 1-2).

Table 1: Correlations between Integrity and OCB		Integrity	Loyal Boosterism	Altruism
Integrity	Pearson Correlation	1	.632[**]	.573[**]
	Sig. (2-tailed)		.000	.000
	N	319	319	319
Loyal Boosterism	Pearson Correlation	.632[**]	1	.663[**]
	Sig. (2-tailed)	.000		.000
	N	319	319	319
Altruism	Pearson Correlation	.573[**]	.663[**]	1
	Sig. (2-tailed)	.000	.000	
	N	319	319	319
Source: SPSS Output, 2021.				

Integrity and Loyal Boosterism: Column four of table 1 above shows r value of 0.632[**] at a significance level of 0.000. The significance value is less than the alpha level of 0.05, hence, hypothesis one (Ho$_1$) is rejected and the Ha$_1$ is accepted. This denotes a strong, significant positive relationship between integrity and loyal boosterism.

Integrity and Altruism: Column five of table 1 above shows r value of 0.573[**] at a significance level of 0.000 which is less than alpha level of 0.05 for the hypothesis on integrity and altruism. Thus, Ho$_2$ is rejected and Ha$_2$ is accepted. This infers a moderately significant positive relationship between integrity and altruism.

B.   **Dependability and OCB (Test of Hypotheses 3-4).**

Table 2: Correlations between Dependability and OCB		Dependability	Loyal Boosterism	Altruism
Dependability	Pearson Correlation	1	.685[**]	.624[**]
	Sig. (2-tailed)		.000	.000
	N	319	319	319
Loyal Boosterism	Pearson Correlation	.685[**]	1	.675[**]
	Sig. (2-tailed)	.000		.000
	N	319	319	319
Altruism	Pearson Correlation	.624[**]	.675[**]	1
	Sig. (2-tailed)	.000	.000	
	N	319	319	319
Source: SPSS Output, 2021.				

Dependability and Loyal Boosterism: Column four of table 2 above shows r value of .685[**] at a significance level of

.000. The significance value is less than the alpha level of 0.05. Thus, Ho$_3$ is rejected, and the alternate hypothesis (Ha$_3$) is accepted. This suggests that dependability has a strongly significant positive relationship with loyal boosterism.

Dependability and Altruism: Column five of table 2 above shows r value of .624[**] at a significance level of .000, which is less than alpha level of 0.05 for the hypothesis on dependability and altruism. Hence, Ho$_4$ is rejected, and Ha$_4$ is accepted. This represents a strongly positive significant relationship between dependability and altruism.

C.   Competence and OCB (Test of Hypotheses 5-6)

Table 3: Correlations between Competence and OCB				
		Competence	**Loyal Boosterism**	**Altruism**
Competence	Pearson Correlation	1	.693[**]	.592[**]
	Sig. (2-tailed)		.000	.000
	N	319	319	319
Loyal Boosterism	Pearson Correlation	.693[**]	1	.565[**]
	Sig. (2-tailed)	.000		.000
	N	319	319	319
Altruism	Pearson Correlation	.592[**]	.565[**]	1
	Sig. (2-tailed)	.000	.000	
	N	319	319	319
Source: SPSS Output, 2021.				

Competence and Loyal Boosterism: Column four of table 3 above shows r value of .693[**] at a significance level of .000. The significance value is less than the alpha level of 0.05. The null hypothesis (Ho$_5$) is rejected, and Ha$_5$ is accepted. This represents a strong significant positive relationship between competence and loyal boosterism.

Competence and Altruism: Column five of table 3 above shows r value of .592[**] at a significance level of .000 which is less than alpha level of 0.05 for the hypothesis on competence and altruism. Hence, the null hypothesis (Ho$_6$) is rejected, and the alternate hypothesis (Ha$_6$) is accepted. This depicts a moderately positive significant relationship between competence and altruism.

DISCUSSION OF FINDINGS

Integrity and Loyal boosterism: The result in table one shows a p value of .000 and a correlation value of .632. This shows a strong positive significant relationship between Integrity and loyal boosterism. The higher the integrity, the higher the loyal boosterism and vice versa. Enhancing Integrity help improve loyal boosterism at workplace and hence provides an answer for the first hypothesis of the study which sought to examine if integrity has a relationship with loyal boosterism. The study conforms with Akhigbe and Yakubu (2016) on psychological contract fulfilment and OCB. The findings revealed that helping behaviour and loyal boosterism increases among lecturers when there is both relational contract fulfilment and transactional contract fulfilment.

Integrity and Altruism: The table two result displays a moderate positive significant relationship between Integrity and altruism (p =.000 and r =.573). The higher the integrity, the higher the altruism and vice versa in the workplace. Thus, enhancing loyalty trusts helps improve altruism at workplace. Thus, it provides answers to the second hypothesis of the study which sought to examine if Integrity has a relationship with altruism. The study agrees with Singh and Srivastav (2016) study that shows organisational trust positively correlate OCB. The study also proposed that organisations' trust is

required for extra-role behaviour that result in increased individual and organisational efficiency.

Dependability and Loyal boosterism: Table two result shows a positive relationship between dependability and loyal boosterism. (p=.000 and r=0.685). A strong positive significant relationship exists between dependability and loyal boosterism. When dependable trust increases, loyal boosterism increases and vice versa. Dependability improves loyal boosterism and hence provides an answer for the third hypothesis of the study, which examines if dependability has a relationship with loyal boosterism. The study conforms to that of Al-Rwajfeh (2019) on organisational trust and OCB amongst employees at Jordan Phosphate Mines Company. Signifying the essence of suitable climate of trust between employees for increase loyalty among employees and better organisational citizenship behaviour.

Dependability and Altruism: Table two result shows that a strong positive relationship exists between dependability and altruism. (p = .000 and r =0.624). This displays a strong positive significant relationship between dependability and altruism. The higher the integrity, the higher the altruism and vice versa in the workplace. Thus, enhancing loyalty trust helps improve altruism at workplace. Thus, it answers the fourth hypothesis of the study which sought to examine if dependability has a relationship with altruism. The study is in line with that of Backlay (2004) who studied trustworthiness and competitive altruism. The study shows that dependable excellent reputation makes people selfless and improves supportive behaviour.

Competence and Loyal boosterism: The result in table three displays a positive relationship between competence and loyal boosterism. (p = .000 and r =0.693). The findings show that competence is strongly significantly related to loyal boosterism. Implying that the higher the competencies, the higher the loyal boosterism in the workplace and vice versa. Thus, providing an answer for the fifth hypothesis of the study which sought to examine if competence has a relationship with loyal boosterism. The study conforms to that of Rahmawati (2017), whose findings revealed that competence significantly relates to organisational citizenship behaviour.

Competence and Altruism: The table three result shows that a positive relationship exists between Integrity and altruism. (p = .000 and r =0.592). This displays a moderately positive significant relationship between competence and altruism. The higher the integrity, the higher the altruism and vice versa in the workplace. This depicts that leader's competencies improve and altruism at the workplace. Thus, it provides answers to the sixth hypothesis of the study which sought to examine if competence has a relationship with altruism. The study is in line with Zak (2018) on neuroscience of trust. The study shows that leaders' competence influences how willing an employee are ready to perform above expectations in their roles.

CONCLUSIONS

The study surveys leadership trust and organisational citizenship behaviour. Identifying integrity, dependability, and competence as the dimension of leadership trust and loyal boosterism and altruism were used as the measures of citizenship behaviour. The study results and findings revealed that integrity, dependability and competence enhance organisation citizenship behaviour in the public universities in Rivers State in Nigeria. The study specifically shows that when employees trust the integrity, competence and have trust that make them depend on their leaders, altruism and loyal boosterism increases in the organisation, but when such trust does not exist, altruism and loyal boosterism reduces. Thus, the study shows that leadership trust positively correlated with organisational citizenship behaviour.

RECOMMENDATIONS

- The leaders should make integrity a culture, for sacrificially giving helping hands and having pride in the organisation.

- Absolute reliability of the leaders should be paramount.

- Intelligence, knowledge, work and interpersonal skills, wisdom, judgement, abilities, personality, and drive to be an achiever should be a criterion that every leader must posses to enhance excellent organisational citizenship behaviour.

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